

# **Theewaterskloof Municipality**

## **SDBIP SUBMISSION REPORT**

**2012/2013**



**Theewaterskloof**  
Municipality

## **INTRODUCTION AND OVERVIEW**

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### **1.1 Purpose of the report**

The purpose of this report is to provide an executive summary of the legislative framework that prescribes an SDBIP. It provides an overview of the process followed to compile the 2012/13 SDBIP and the monitoring of actual performance against targets set.

The 2012/13 SDBIP attached to this report is hereby submitted for approval. It indicates the planned performance targets of the Theewaterskloof Municipality for the period 1 July 2012 to 30 June 2013.

### **1.2 Legislative Framework and General Information Pertaining to the SDBIP**

The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan (SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

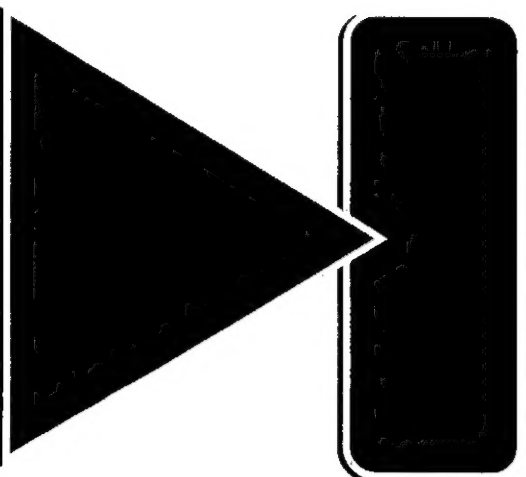
The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers and community to monitor the municipality’s performance on a quarterly basis. The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget, the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council.

The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with

the inputs and financial resources that will be utilized. The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary in the event of poor performance.

The SDBIP is a layered plan that consists of a top layer and a supporting layer namely the departmental SDBIP.



**a) Top Level SDBIP (Municipal Scorecard)**

Circular 13, as well as the municipal budget and reporting regulations prescribe the submission of a Top Level SDBIP, which is focused on outcomes, to the Mayor with the draft budget. The Top Layer SDBIP contains the consolidated service delivery targets and in-year deadlines, and links such targets to top management. Only the Top Layer SDBIP will be made public and tabled before the council. The Top Layer SDBIP should also include per ward information, particularly for key expenditure items on capital projects and service delivery. This will enable each ward councilor and ward committee to oversee service delivery in their particular ward. The Top Layer SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes made in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The Top Layer of the SDBIP is made up of the following components:

- ☐ One year detailed plan, with a three-year capital plan
- ☐ The 5 necessary components includes:
  - ⇒ Monthly projection of revenue to be collected for each Source (*Expected Revenue to be collected*)
  - ⇒ Monthly projects of expenditure (operating and capital) and revenue for each vote (*S71 format*)
  - ⇒ Quarterly projects of Services Delivery Targets and performance indicators for each vote. (*Non financial measurable performance objectives in the form of targets and indicators. Level and standard of service being provided to the community*)
  - ⇒ Ward information of expenditure and Service Delivery
  - ⇒ Detailed capital works plan broken down by ward over three year

The Top Layer of the SDBIP must be submitted for approval to the Mayor within 14 days after the approval of the budget.

#### **b) Departmental SDBIP**

A detailed departmental SDBIP, which is focused on operational performance, must be prepared for each municipal department. This SDBIP provides more detail on each output for which top management is responsible and it serves as the portfolio of evidence for the Top Layer SDBIP. The Top Layer SDBIP is therefore the summary of all the departmental SDBIP's.

Departmental SDBIPs is based on initial revenue and expenditure projections provided by the budget office of the municipality. Initial revenue and expenditure projections are prepared taking into account; the strategic direction and priorities as set through the IDP (and its annual review); initial tariff modeling and any other external influences such as, sectoral department strategic plans and budgets; national and provincial strategic plans and allocations. Reference can also be made to current year and mid-year reports and the previous year's annual report to develop the SDBIP. The departmental SDBIP should be compiled by senior managers for his/her department.

The Departmental SDBIP must provide the following information:

- ☐ Purpose (outcomes)
- ☐ Service Delivery description
- ☐ Measurable Performance objectives
- ☐ List of capital projects per Ward
- ☐ A review of past performance
- ☐ Resources utilized (inputs):
  - ⇒ Expenditure by GFS function and Major type
  - ⇒ Budget revenue by vote and source
  - ⇒ Types of staffing number and R-value

The SDBIP must be approved by the Mayor within 28 days after the budget has been approved to ensure compliance with the above-mentioned legislation and the Top Level SDBIP should be published on the municipal website.

### **1.3 2011/2012 Performance Highlights**

Some performances highlights achieved in the 2011/2012 financial year are as follows:

- ☐ P3 Partnership (Data cleansing and Tariff reengineering and estimated R 4 205 169 possible income)- Elf partnership
- ☐ The Data Cleansing initiative has identified and corrected an amount of R 4 205 169 with respect to under chargers.
- ☐ Voted Best Performing Municipality in Local Economic Development in the Western Cape
- ☐ 1 of 10 Municipalities to be voted as 110% Green as a Provincial Programme to reduce Waste and Carbon Foot print
- ☐ Voted Best Practice in Tourism Development
- ☐ Annual SMME open day Indaba. Hosted 550 Potential entrepreneurs.
- ☐ Job creation (Opportunities created-EPWP) = 855
- ☐ Regional Bulk Infrastructure Grant received for the Upgrade of the Grabouw Waste Water Treatment Plant upgrading
  - ☐ Sale of Victoria Hall for the establishment of a Business Centre
  - ☐ Sale of industrial erven for the establishment of industries in Caledon, Grabouw
  - ☐ Sale of Church erven (RSE and Caledon)
  - ☐ Sale of Residential erven (Grabouw, RSE, Caledon)
- ☐ Installed an estimated 1894 prepaid electricity meters and an estimated 1983 prepaid water meters with the aim of curbing water and electricity wastage and decreasing bad debts.

## SDBIP 2012/13

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### 2.1 Overview of the 2012/13 process

The IDP is considered as the 5-year strategic plan for the municipality and therefore provides an outline of the Theewaterskloof Municipality's vision, mission, objectives and operational and service delivery indicators that are realistic and attainable.

The 5 year strategic goal and Focus Areas for the 3<sup>rd</sup> Generation IDP is:

#### GOAL

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- ✦ Manage Expectations Down to a Realistic, Affordable And Reasonable Level
  - ✦ Optimisation of Management Capacity
  - ✦ Longer Term Planning
  - ✦ Improve Service Levels
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The Strategic Focus Areas and Strategic Objectives developed by Theewaterskloof are as follows:

Strategic Focus Area		SO#	Strategic Objective
Financial Viability		SO1	Municipal Financial Sustainability
Good Governance		SO2	Good Governance and Clean Audit
Institutional		SO3	Institutional Capacity Development
Basic Service Delivery		SO4	Healthy and Secure Social Fabric
		SO/5	Basic Service Delivery
Infrastructure & Growth		SO6	Infrastructure Upgrades & Growth Planning
		SO7	Sustainable Housing Programme
		SO8	Environmental Sustainability
Local	Economic	SO9	Local Economic Development

The 2012/2013 SDBIP process commenced with the tabling of the 2012/2013 IDP and Budget. These documents were first tabled on 29 March 2012. The Top Layer SDBIP was drafted through one on one consultation with the Municipal Manager and all the directors and tabled together with the draft IDP and Budget before council. The Budget and IDP was adopted on 24 May 2012. The Top Layer SDBIP

was reviewed by Management on 6<sup>th</sup> June 2012 and approved by the executive Mayor on **21<sup>st</sup> June 2012.**

One on one session was held with the heads of Departments to discuss and draft the Departmental SDBIP which would serve as the portfolio of evidence for the TOP Layer SDBIP.

The following were considered during the development of the SDBIP:

- ☐ Alignment with the IDP
- ☐ Alignment with the budget
- ☐ The performance audit committee report
- ☐ The risks identified by the Internal Auditor during the municipal risk analysis
- ☐ Areas to be addressed and root causes of the Auditor-General management letter COMAFS as well as the risks identified during the audit
- ☐ Local Government Turnaround Strategy
- ☐ Oversight Report

## 2.2 IDP Objectives

The SDBIP should as indicated above, address the IDP priorities and objectives which include the following:

<b>Strategic Objective:</b>	<b>SO1</b> MUNICIPAL FINANCIAL SUSTAINABILITY
<b>Full Description:</b>	<b>Improve the financial sustainability of the Municipality</b>
<b>Departmental Objectives:</b>	<p>Improve the financial Sustainability of the Municipality as per the objectives adopted by the financial sustainability steering committee</p> <ul style="list-style-type: none"> <li>➤ Debt Collection and reducing unrecoverable Debt</li> <li>➤ Land Disposal Strategy "making our assets sweat for us" (must address land Audit, Commonage other developments in Caledon and Prestige Clothing, Ext 12 and current developments must be expedited, Meeting with government sectors to streamline developments and cutting red tape)</li> <li>➤ Productivity improvement and reducing input costs (sharing smaller property work with Operations)</li> <li>➤ Registration of Cost Saving Projects (ABC critical)</li> <li>➤ Alternative sources of revenue/tariff structure (Sin taxes, auctioning of scrap and the possibility of levying )</li> <li>➤ Investor-friendly</li> <li>➤ Secondary processing and fully utilizing opportunities (E.g., cheese factory and Philipp Fresh produce)</li> <li>➤ Business Climate Assessment (what are the stumbling blocks to local businesses/external business sector, Targeting marketing and talking to Cape Town. Money scouting and branding the Municipality as a keen and able partner, SMME and Tourism)</li> </ul>
	Address the Financial sustainability threat faced by the Municipality



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<b>Strategic Objective:</b>	<b>SO2</b> GOOD GOVERNANCE AND CLEAN AUDIT
<b>Full Description:</b>	<b>Good Governance and Improve the auditing status of the Municipality</b>
<b>Departmental Objectives:</b>	Introduce and implement an action plan with the aim of obtaining a clean audit report

<b>Strategic Objective:</b>	<b>SO3</b> INSTITUTIONAL CAPACITY DEVELOPMENT
<b>Full Description:</b>	<b>Refine and Improve the Institutional capacity of the Municipality</b>
<b>Departmental Objectives:</b>	Launch a productivity improvement plan based on the outcome of a productivity assessment

<b>Strategic Objective:</b>	<b>SO4</b> HEALTHY AND SECURE SOCIAL FABRIC
<b>Full Description:</b>	<b>Establish a healthy, safe and secure "social fabric"</b>
<b>Departmental Objectives:</b>	1. Improve law enforcement and Traffic policing from a current undesired to the defined desired standard.
	2. Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities
	3. Implement youth development programs

<b>Strategic Objective:</b>	<b>SO5</b> BASIC SERVICE DELIVERY
<b>Full Description:</b>	<b>Achieve day-to-day service delivery standards in towns as per agreements with local communities and per corporate requirements</b>
<b>Departmental Objectives:</b>	1. Review the need for current or new SLA's with the respective communities
	2. Achieve at least a satisfactory rating in respect of all such reviewed SLA's
	3. Access to affordable and reliable Municipal Services

<b>Strategic Objective:</b>	<b>S06</b> <b>INFRASTRUCTURE UPGRADES AND GROWTH PLANNING</b>
<b>Full Description:</b>	<b>To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for developmental strategies and ensure sustainability in the process</b>
<b>Departmental Objectives:</b>	Obtain approval from Council for a three year infrastructure and basic services upgrade, expansion and replacement program which address: <ul style="list-style-type: none"> <li>➤ Ageing infrastructure</li> <li>➤ Population growth</li> <li>➤ LED Developmental strategies</li> <li>➤ Improved accessibility to basic services of all communities</li> </ul>

<b>Strategic Objective:</b>	<b>S07</b> <b>SUSTAINABLE HOUSING PROGRAMME</b>
<b>Full Description:</b>	<b>To address the housing demand within the Theewaterskloof Area</b>
<b>Departmental Objectives:</b>	Obtain approval from Council for a three year housing program that inter alia takes the following into consideration: <ul style="list-style-type: none"> <li>➤ Current backlogs</li> <li>➤ The migration phenomenon</li> <li>➤ Capacity of the Municipality to address the impact of infrastructure and basic services capacity</li> <li>➤ The plight of the farm worker</li> </ul>

<b>Strategic Objective:</b>	<b>S08</b> <b>ENVIRONMENT SUSTAINABILITY</b>
<b>Full Description:</b>	<b>Conserve the Municipality's Natural Resources</b>
<b>Departmental Objectives:</b>	<ol style="list-style-type: none"> <li>1. Mitigate the risk of potential disasters (flooding/fires)</li> <li>2. Conserve the natural environment and improve the quality of our living environment</li> </ol>

## 2.3 Risk Management

20 major risks were identified that are linked to the strategic objectives. There is a direct Correlation between risks and objectives.

Risks manifest as negative impacts on goals and objectives or as missed opportunities to enhance institutional performance. Stakeholders expect Municipalities to anticipate and manage risks in order to eliminate waste and inefficiency, reduce shocks and crises and to continuously improve capacity for delivering on their institutionalized mandates. Risk is therefore an event, potential or real, that could have an impact on the institution achieving its objectives. It is also apparent that risk is measured in terms of the impact that it would have on the achievement of objectives and the likelihood of the risk materializing.

The following Risk are accepted as the critical risks facing the organisation and are to be captured in the official risk register;

Risk Description
Influx of Unemployed, skilled and Homeless people
Cost of Regulation and Compliance Requirements
Slow or No Recovery of Potential Revenue
Lack of Accurate Data/ Accuracy of Bill)
Incorrect Budgeting (Activity Based Costing / Zero Based Budgeting)
Managing Talent (Recruiting & Retaining staff)
Potential Low or No Productivity
Outdated Bylaws & Corporate Policies
No Available High Level Expertise ( Can existing staff take TWK to the next level)
Influx of unemployment, unskilled and homeless people
Poor or No Economic Competitiveness
Backlog in Infrastructure
Disasters (Floods / Fires)
Distribution losses
Excessive Expectations in relation to Institutional capacity
Red Tape (External in context of provincial Departments)
Resolutions not Implemented
Improper or No Project Management
Crises that TWK step in a reactive mode
Poor or No Interdepartmental Relations

## **2.4 Financial planning**

### **2.4.1 Capital projects (attached annexure)**

### **2.4.2 Revenue (attached annexure)**

### **2.5.3 Cashflow (attached annexure)**

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## **MONITORING AND REPORTING PROCESSES**

### **3. Monitoring and reporting processes**

The Municipal Systems Act, 2000 and the Municipal Financial Management Act, 2003 requires from municipalities to establish a performance management system. The performance management systems should enable the municipality to collect, process, organise, analyse, audit and report on performance information. In terms of the monitoring and reporting requirement for performance management Theewaterskloof Municipality utilises the different governance structures established in terms of applicable legislation and reports in term of national guidelines.

#### **3.1 Monthly and Quarterly Reporting to Portfolio Committees and Council:**

Theewaterskloof Municipality has 25 Councillors of which 13 are directly elected ward councillors, and 12 are proportional representative councillors. Theewaterskloof Council and Executive Mayoral Committee meet on a monthly basis. The municipality has five Section 79 Portfolio Committees namely:

- ☐ Financial Services
- ☐ Corporate Services
- ☐ Development Services
- ☐ Technical Services
- ☐ Operational Services

The Portfolio Committees perform an oversight role by monitoring the delivery and outputs of the executive and they are entitled to request departments to account for their functions. The Portfolio Committees do not have any delegated decision-making powers and their functions include the following:

- ☐ Review, monitor and evaluate departmental policies
- ☐ Review plans and budgets
- ☐ Consider monthly quarterly and annual departmental reports
- ☐ Monitor the implementation of plans

Each department submits a quarterly departmental performance report to the applicable portfolio Committee. The portfolio committee will make recommendation to be considered by the Executive Mayoral Committee and Council.

The Executive and Council will review and report in the following manner:

Review	Report
Reviewing of the IDP, including the review of key performance indicators and performance targets	Receives performance reports quarterly from the IDP Manager.
Review annual performance measures of the municipality as part of the new municipal strategic scorecard.	Receives performance reports twice a year from the Performance Audit Committee.
Review priorities, objectives, key performance indicators and performance targets of the municipality.	Receives quarterly reports from the Municipal Manager on the performance of Directors
Quarterly evaluates the performance of the municipality against adopted KPI's and targets.	Reports to Council on the performance of the municipality twice a year.
Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.	Reports to Council on the recommendations for the improvement of the performance management system.
Quarterly and annually evaluates the performance of the Municipal Manager.	Annually reports on the performance of the Municipal Manager and Directors

### 3.2 Internal Auditing of Performance Information

Municipalities must develop and implement mechanisms, processes and systems for auditing the results of performance measurements and information as part of the internal auditing processes. This will

ensure that performance information collected by the municipality is verifiable, reliable and correct. The internal audit function responsibilities include:

- ☐ Review the functionality of key performance indicators and targets
- ☐ Assesses Compliance with the Systems Act
- ☐ Evaluates reliability of targets
- ☐ On a continuous basis measure cost, resources and time to produce outputs in accordance with inputs
- ☐ Access the extent to which activities and processes produced output in accordance with output indicators
- ☐ Detect early indications of underperformance
- ☐ Submit Quarterly Report to Municipal Manager and Performance Audit Committee

The Internal Audit function will review and report in the following manner:

Review	Report
Measures the performance of departments according to KPIs and performance targets set in the municipal scorecard and departmental performance plans	Submit quarterly reports to the Municipal Manager.
Assess the functionality of the PMS.	Submit quarterly reports to the Performance Audit Committee.
Ensures that the system complies with the Act.	
Audit the performance measures in the municipal scorecard and performance plans	

### 3.3. Quarterly reporting to Performance Audit Committee

Theewaterskloof have a functional Performance Committee that meets quarterly. The roles and responsibilities of the Committee are the following:

- ☐ Review the quarterly reports submitted to it by internal-audit
- ☐ Review the municipality's performance management system and make recommendations in this regard to the council of that municipality
- ☐ In its review of the system, focus on economy, efficiency, effectiveness and impact of the KPI's and targets set
- ☐ Submit an audit report to the municipal council twice during a financial year

### **3.4 Quarterly reporting to Service Level Agreement forums**

A quarterly review of the SLA's is done with the Service Level Agreement Advisory Forum (SLAAF) and the results are reported on a quarterly basis to the Ward committees.

### **3.5 Monthly section 71 Reporting to Mayor and Provincial Treasury**

Section 71 of the Municipal Finance Management Act requires monthly budget statements to be submitted to the Mayor and relevant provincial treasury department. These reports are submitted on a monthly basis to the Financial Services Portfolio Committee and to the Executive Mayoral Committee for notice and approval. The monthly report is also circulated to all Directorates to inform them on the financial results. The purpose of the Section 71 report is:

- ☐ To monitor and report to Council the actual budget performance of Directorates for a specific month
- ☐ To identify possible problem areas and to take timeously remedial action when and where necessary.

### **3.6 Section 72- Mid Year Budget and Performance assessment by 25<sup>th</sup> January.**

In terms of section 72 (1) (a) of the MFMA, the accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account the following:

- ☐ The monthly statements referred to in section 71 of the first half of the year
- ☐ The municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators as set in the SDBIP
- ☐ The past year's annual report, and progress on resolving problems identified in the annual report

The report must be submitted to the Mayor, National Treasury as well as Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary. If needed the SDBIP will be adjusted if an adjustment budget is tabled and actual revenue or expenditure amounts are different from the projections contained in the budget or the SDBIP.

### **3.7 Performance - and Annual Report**

#### **a) Performance report**

Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:

- ☐ The performance of the municipality and of each external service provided during that financial year;
- ☐ A comparison of the performances targets set for and performances in the previous financial year; and
- ☐ Measures to be taken to improve on the performance

The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.

#### **b) Annual Report**

Municipalities are in accordance with the Municipal Systems Act and the Municipal Finance

Management Act required to report on the performance of the municipality and must submit a draft

Annual Report to Council annually by latest 25 January. The annual report must consist of the following main sections:

- ☐ The municipal performance report - Section 46 of the Municipal Systems Act.
- ☐ The annual financial statements.
- ☐ The reports of the Auditor-General – on both the financial statements of the municipality, as well as the performance of the municipality.
- ☐ Minutes of the meeting of the Audit Committee during which the annual report was discussed.



- ☐ The oversight report of the council on the annual report of the municipality. The oversight report must include the decisions taken on the performance of the municipality as reported, as well as remedial actions on the issues as indicated in the reports of the Auditor-General.
- ☐ If the municipality has any municipal entities, the information must be included in all the sections of the annual report.

*It is with pleasure that I, Executive Mayor, hereby approve in terms of section 53 (1)(c)(ii) of the MFMA the Service Delivery and Budget Implementation Plan for 2012/2013 as set out below.*

  
\_\_\_\_\_ (21 June 2012)

**ALDERMAN C.BPUNT**  
**EXECUTIVE MAYOR**

# TOP LAYER

Urgency	Directorate (R)	GIS Classification	National Outcome (R)	National KPA (R)	PREDETERMINED OBJECTIVE	STRATEGIC Objective (R)	Municipal KPA (R)	KPI (R)	Unit of Measurement	Ward	Programme Driver (R)	Baseline	POE	KPI Calculation	KPI Target	Annual Target	Q1	Q2	Q3	Q4	2013/2014	2014/2015	2015/2016	2016/2017
5	LCR	LCR	LCR	LCR	200 characters	LCR	LCR	200 characters	200 characters	MMU/Ref	LCR	200	200 characters	LCR	LCR	Number	Number	Number	Number	Number	Number	Number	Number	Number
33	Corporate Services	Corporate Services	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:Improve the auditing status of the Municipality	Good Governance and Public Participation	Prepare and submit quarterly progress reports on outstanding Council resolutions to Council	No of progress reports submitted to Council	all	Director: Corporate Services	4	Minutes of Council during which was discussed	Accumulative	Number	4	1	1	1	1	4	4	4	4
34	Corporate Services	Corporate Services	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability threat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Implement cost saving measures on paper and submit quarterly progress reports to the management meetings	Number of satisfactory reports submitted	all	Director: Corporate Services	4	Minutes of financial sustainability steering committee meetings during which was discussed	Accumulative	Number	4	1	1	1	1	4	4	4	4
35	Corporate Services	Corporate Services	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Launch a productivity improvement plan based on the outcome of a productivity assessment	Institutional Capacity Development: Define and improve the Institutional capacity of the Municipality	Municipal Transformation and Institutional Development	Conduct a productivity assessment by Nov 2012	Assessment Report submitted	all	Director: Corporate Services	New KPI	TOR, Appointment letter, Assessment Report	Accumulative	Number	1		1						
36	Corporate Services	Corporate Services	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Launch a productivity improvement plan based on the outcome of a productivity assessment	Institutional Capacity Development: Define and improve the Institutional capacity of the Municipality	Municipal Transformation and Institutional Development	Develop strategy to ensure the retention of key competent staff and submit to Council for approval by June 2013	Strategy approved	1	Director: Corporate Services	New KPI	Minutes of management during which was discussed/ approved	Accumulative	Number	1			1					
37	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Launch a productivity improvement plan based on the outcome of a productivity assessment	Institutional Capacity Development: Define and improve the Institutional capacity of the Municipality	Municipal Transformation and Institutional Development	Review identified HR policies (leave, HIV/Aids, Induction)	Number of policies reviewed	all	Director: Corporate Services	3	Minutes of Council during which was discussed/ approved	Accumulative	Number	3				3				
38	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Launch a productivity improvement plan based on the outcome of a productivity assessment	Institutional Capacity Development: Define and improve the Institutional capacity of the Municipality	Municipal Transformation and Institutional Development	Review and submit the Employment Equity plan by end September 2012	Plan submitted	all	Director: Corporate Services	1	Minutes of Council during which was discussed/ approved	Accumulative	Number	1	1				1	1	1	1
40	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Launch a productivity improvement plan based on the outcome of a productivity assessment	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Complete two supplementary valuation rolls, one in December 2012 and one in June 2013	Number of Supplementary valuation rolls completed	all	Director: Corporate Services	2	Advertisements, Supplementary valuation rolls	Accumulative	Number	2		1		1	2	2	2	2
57	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability threat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Complete general valuation roll by June 2013	General valuation role completed	all	Director: Corporate Services	1	Advertisements for Public participation; Notices to owners; Appeal board meeting minutes; General valuation role	Accumulative	Number	1				1				
58	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability threat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Complete general valuation roll by June 2013	General valuation role completed	all	Director: Corporate Services	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	4				4				
61	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:Improve the auditing status of the Municipality	Good Governance and Public Participation	Review identified ICT Policies by June 2013	Number of policies reviewed	all	Director: Corporate Services	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	1				1				
62	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:Improve the auditing status of the Municipality	Good Governance and Public Participation	Develop a Backup and Disaster Recovery Plan and submit to Council for approval by 30 June 2013	Plan developed and approved	all	Director: Corporate Services	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	1				1				
63	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:Improve the auditing status of the Municipality	Good Governance and Public Participation	Submit reports to Council on the performance of service providers	No of reports submitted	all	Director: Corporate Services	New KPI	Minutes of ICT Steering Committee review forum and revision letters to service providers. Meeting minutes	Accumulative	Number	4	1	1	1	1	4	4	4	4
64	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:Improve the auditing status of the Municipality	Good Governance and Public Participation	Develop a ICT Master Systems Plan (MSP) that is aligned to the Integrated Development Plan (IDP) and submit to Council for approval by end June 2013	ICT master plan developed and submitted	all	Director: Corporate Services	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	1				1				
69	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Launch a productivity improvement plan based on the outcome of a productivity assessment	Institutional Capacity Development: Define and improve the Institutional capacity of the Municipality	Municipal Transformation and Institutional Development	Manage the vacancy rate on budgeted posts to less than 2% during the year	Vacancy rate less than 2%	all	Director: Corporate Services	New KPI	Quarterly reports to management during which was discussed/ approved	Reverse Stand-Alone	Percentage	2	2	2	2	2	2	2	2	2
70	Corporate Services	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Launch a productivity improvement plan based on the outcome of a productivity assessment	Institutional Capacity Development: Define and improve the Institutional capacity of the Municipality	Municipal Transformation and Institutional Development	Review the Workplace Skills Plan and submit by June 2013	Work Place Skills Plan reviewed and submitted	all	Director: Corporate Services	1	Minutes of training committee during which was discussed/ approved. Signed WSP	Accumulative	Number	1				1	1	1	1	1

Unit	Directorate (a)	GFS Classification	National Outcome (b)	National KPA (c)	PREDETERMINED OBJECTIVE	STRATEGIC Objective (d)	Municipal KPA (e)	KPI (f)	Unit of Measurement	Ward	Programme Owner (g)	Baseline	POE	KPI Calculation Type (h)	KPI Target Type (i)	Annual Target	Q1	Q2	Q3	Q4	2013/2014	2014/2015	2015/2016	2016/2017
5	Unit	Unit	Unit	Unit	200 Objectives	Unit	Unit	200 Objectives	Measurement	Ward	Unit	200	200 Objectives	Unit	Unit	Number	Number	Number	Number	Number	Number	Number	Number	
41	Development Services	Executive and Council	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Improve the performance of the Municipal Function	Institutional Capacity Development: To improve the institutional capacity of the Municipality	Municipal Transformation and Institutional Development	Review the performance of the municipality to identify early warning signs and implement corrective measures	Number of performance reports submitted to Council	all	Director: Development	2	Minutes of Council during which was discussed	Accumulative	Number	4	1	1	1	1	4	4	4	4
42	Development Services	Planning and Development	Improve health and life expectancy	Basic Service Delivery	Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities	Healthy and Secure Social Fabric: Establish a "Healthy, Safe and Secure Social Fabric"	Basic service Delivery	Develop and sign a MOU with identified NGOs to formalise a working partnership that addresses the support for social development initiatives and the availability of facilities and vacant land for social development organisations	Number NGOs with whom MOUs are signed	all	Director: Development	2	Signed MOUs	Accumulative	Number	2	1	1	1	1	2	2	2	2
43	Development Services	Public Safety	All people in South Africa protected and feel safe	Basic Service Delivery	Improve law enforcement and Traffic policing from a current undelivered to the defined desired standard	Healthy and Secure Social Fabric: Establish a Healthy, Safe and Secure "Social Fabric"	Basic service Delivery	Complete remedial strategy in addressing the law enforcement challenge in the TWK by October 2012	Strategy submitted	all	Director: Development	1	Minutes of Council during which was discussed/ approved	Accumulative	Number	1	1	1	1	1	1	1	1	
44	Development Services	Housing	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Obtain approval from Council for a three year housing program that inter alia takes the following into consideration: a) Current backlogs b) The migration phenomenon c) Capacity of the Municipality to address the impact of infrastructure and basic services capacity d) The plight of the farm worker	Sustainable Housing Programme: To address the Housing demand in the Threewatersloof area	Basic service Delivery	Develop a 3 year housing programme and submit to Council for approval by end September 2012 (BESF)	Plan submitted	all	Director: Development	1	Minutes of Council during which was discussed/ approved	Accumulative	Number	1	1						1	
45	Development Services	Housing	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Obtain approval from Council for a three year housing program that inter alia takes the following into consideration: a) Current backlogs b) The migration phenomenon c) Capacity of the Municipality to address the impact of infrastructure and basic services capacity d) The plight of the farm worker	Sustainable Housing Programme: To address the Housing demand in the Threewatersloof area	Basic service Delivery	Implement 3 year housing programme to provide housing opportunities	Quarterly report on number of Top Structures and serviced sites completed by 3 year housing programme	all	Director: Development	New KPI	Report/Minutes to portfolio	Accumulative	Number	3	0	1	1	1				
46	Development Services	Planning and Development	Decent employment through inclusive economic growth	Local Economic Development	Obtain approval from the financial sustainability steering committee for a project plan intended to create an investor and developer friendly Municipality	Local Economic Development: Create an Enabling Environment for a Developing Threewatersloof Economy	Local Economic Development	Create job opportunities (Full Time Equivalent) (number of people employed/number of days employed/240 Target vs Actual) (CWP and EPWP Program)	Number of job opportunities created	all	Director: Development	50	Data sheet (CWP system & EPWP)	Accumulative	Number	100	30	30	25	15				
47	Development Services	Planning and Development	Decent employment through inclusive economic growth	Local Economic Development	Obtain approval from the financial sustainability steering committee for a project plan intended to create an investor and developer friendly Municipality	Local Economic Development: Create an Enabling Environment for a Developing Threewatersloof Economy	Local Economic Development	Provide support to SME's	Number of small business assisted	all	Director: Development	10	Minutes of Portfolio Committee during which was discussed/ approved	Accumulative	Number	12	9	3	3	3				
48	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Improve The financial sustainability of the Municipality as per the objectives adopted by the financial sustainability steering committee	Financial Sustainability: To ensure Sustainable Financial Management of the Threewatersloof Municipality and ensure legislative requirements	Municipal Financial Viability	Address Revenue Enhancement through the development of a Strategic By-law and submit to Council for approval by end September 2012	Minutes of Council during which was discussed/ approved	all	Director: Development	1	Minutes of Council during which was discussed/ approved	Accumulative	Number	1	1							
49	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit: Improve the auditing status of the Municipality	Good Governance and Public Participation	Develop policies for Backyard dwellers, container & Street Names and submit to Council for approval	Minutes of Council during which was discussed/ approved	all	Director: Development	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	3	1	1		2				
50	Development Services	Planning and Development	A development-oriented public service and inclusive citizenship	Municipal Financial Viability and Management	Improve The financial sustainability of the Municipality as per the objectives adopted by the financial sustainability steering committee	Financial Sustainability: To ensure Sustainable Financial Management of the Threewatersloof Municipality and ensure legislative requirements	Municipal Financial Viability	Monitor the activities of the Sustainable Development steering committee on the implementation and status of the Sustainable Development Programme and submit quarterly progress reports to Council	No of progress reports adopted	all	Director: Development	4	Minutes of Council during which was discussed	Accumulative	Number	4	1	1	1	1	4	4	4	
51	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Completion of Tusong Centre	% of project completed as per project life cycle	8-9-10-11-12-13	Director: Development	100	Council Approved budget recon	Carry Over	Percentage	100	10	20	40	100				
52	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Improve The financial sustainability of the Municipality as per the objectives adopted by the financial sustainability steering committee	Financial Sustainability: To ensure Sustainable Financial Management of the Threewatersloof Municipality and ensure legislative requirements	Municipal Financial Viability	Develop a Land Disposal Strategy	% of activities completed as per project life cycle	all	Director: Development	New KPI	SCM documentation, Advertisement, contract, Strategy, Council resolution	Carry Over	Percentage	100	5	15	20	100				
53	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Improve The financial sustainability of the Municipality as per the objectives adopted by the financial sustainability steering committee	Financial Sustainability: To ensure Sustainable Financial Management of the Threewatersloof Municipality and ensure legislative requirements	Municipal Financial Viability	Address Revenue Enhancement through the sale of residential even of Berig	Number of Even Sold	all	Director: Development	101	Sale agreement, letter of registration, recon	Accumulative	Number	101	20		81					

ipb#	Directorate [R]	GIS Classification	National Outcome [R]	National KPA [R]	PREDETERMINED OBJECTIVE	STRATEGIC Objective [R]	Municipal KPA [R]	KPI [R]	Unit of Measurement	Ward	Program Owner [R]	Baseline	PCN	KPI Calculation Type [R]	KPI Target Type [R]	Annual Target	Q1	Q2	Q3	Q4	2013/2014	2014/2015	2014/2015	2015/2016
54	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Local Economic Development	Obtain approval from the financial sustainability steering committee for a project plan intended to create an investor and developer friendly Municipality	Local Economic Development: Create an Enabling Environment for a Developing Thetwatershoo Economy	Local Economic Development	Provide services for Industrial erven	Number of erven served	all	Director: Development	4	Payment certificates	Accumulative	Number	4			4					
59	Development Services	Sport and Recreation	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities	Healthy and Secure Social Fabric: Establish a Healthy, Safe and Secure "Social Fabric"	Basic service Delivery	Complete a needs analysis and status report for the availability of sport facilities per town and submit to Council by September 2012	Analysis completed and report submitted to Council	all	Director: Development	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	1	1							
60	Development Services	Sport and Recreation	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities	Healthy and Secure Social Fabric: Establish a Healthy, Safe and Secure "Social Fabric"	Basic service Delivery	Develop a Sports facilities upgrade programme and submit to Council by 31 December 2012	Programme completed and submitted	all	Director: Development	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	1	1							
65	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Local Economic Development	Obtain approval from the financial sustainability steering committee for a project plan intended to create an investor and developer friendly Municipality	Local Economic Development: Create an Enabling Environment for a Developing Thetwatershoo Economy	Local Economic Development	Develop a Precinct Plan for Botriver Station and submit to Council for approval by end June 2013	Precinct plan developed and submitted	7	Director: Development	New KPI	Minutes of Council during which was discussed/ approved	Accumulative	Number	1				1				
77	Development Services	Community and Social Services	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Improve the financial sustainability of the Municipality as per the objectives adopted by the financial sustainability steering committee	Financial Sustainability: To ensure Sustainable Financial Management of the Thetwatershoo Municipality and execute legislative requirements	Municipal Financial Viability	Optimal collection of fines issued for the financial year	R Value of fines collected	all	Director: Development		Report from Traffic fines vote 10/10/09/10/320	Accumulative	Currency	5 300 000	500 000	1 500 000	2 000 000	1 300 000				
78	Development Services	Water	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Law Enforcement initiative to decrease incidents affecting traffic safety	Number of locations monitored (carnes)	all	Director: Development	5	Minutes of Portfolio Committee during which was discussed/ approved	Stand-Alone	Number	5	5	5	5	5				
79	Development Services	Waste Water Management	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Approve building plans within 30 days for buildings less than 500m2 and 60 days for buildings larger than 500m2 after all information required is correctly submitted	% Approved	all	Director: Development	60	Report from Town Planning Management System	Stand-Alone	Percentage	100	100	100	100	100				
80	Development Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Process land use applications within 120 days after receipt of all outstanding and relevant information and documents	% Of applications evaluated	all	Director: Development	60	Report from Town Planning Management System	Stand-Alone	Percentage	100	100	100	100	100				

Item	Directorate (R)	GRS Classification	National Outcome (R)	National KPA (R)	PREDETERMINED OBJECTIVE	STRATEGIC Objective (R)	Municipal KPA (R)	KPI (R)	Unit of Measurement	Ward	Programme Director	Baseline	POE	KPI Calculation	KPI Target	Annual Target	Q1	Q2	Q3	Q4	2013/2014	2014/2015	2015/2016
5	LEF	LEF	LEF	LEF	200 characters	LEF	LEF	200 characters	200 characters	Ward	LEF	200	200 characters	LEF	LEF	Number	Number	Number	Number	Number	Number	Number	Number
24	Executive and Council	Corporate Services	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:improve the auditing status of the Municipality	Good Governance and Public Participation	Execute the internal audit programme and submit quarterly progress reports to the audit committee	Number of progress reports submitted to the Audit Committee	all	Internal Auditor	4	Minutes of Audit Committee during which was discussed	Accumulative	Number	4	1	1	1	1	4	4	4
25	Executive and Council	Corporate Services	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:improve the auditing status of the Municipality	Good Governance and Public Participation	Compile the list based audit plan and submit to Audit committee for approval by 30 June 2013	Plan approved	all	Internal Auditor	1	Minutes of Audit Committee during which was approved	Stand-alone	Number	1				1	1	1	1
26	Executive and Council	Corporate Services	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Introduce and implement an action plan with the aim of obtaining a clean audit report	Good Governance and Clean Audit:improve the auditing status of the Municipality	Good Governance and Public Participation	Execute compliance audits	Number of audits	all	Internal Auditor	3	Audit Reports and minutes of audit committee during which was discussed	Accumulative	Number	3	1		2		3	3	3
39	Executive and Council	Budget and Treasury office	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Improve the performance Management function	Institutional Capacity Development:define and improve the Institutional capacity of the Municipality	Municipal Transformation and Organisational Development	Prepare and sign performance agreements with SS7 appointees by and July 2012	No of performance agreements signed	all	Municipal Manager	6	Signed agreements	Accumulative	Number	6	6				6	6	6
66	Executive and Council	Other	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Conduct Town evaluations/Town Audits	Number of audits	all	Municipal Manager	1	Minutes of management meeting during which was discussed/approved	Accumulative	Number	1		1			1	1	1
67	Executive and Council	Other	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Conduct Corporate evaluations/Corporate/Direct orme Audits	Number of audits	all	Municipal Manager	1	Minutes of management meeting during which was discussed/approved	Accumulative	Number	1		1			1	1	1
68	Executive and Council	Executive and Council	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Improve the performance Management function	Institutional Capacity Development:define and improve the Institutional capacity of the Municipality	Municipal Transformation and Organisational Development	Review the performance of the five SS7 employees to identify early warning signs and implement corrective measures	Number of performance evaluations conducted	all	Municipal Manager	6	Minutes of evaluation as discussed by performance evaluation committee	Accumulative	Number	2	1			1	2	2	2





Light	Directorate (R)	GFS Classification	National Outcome (R)	National KPA (R)	PREDETERMINED OBJECTIVE	STRATEGIC Objective (R)	Municipal KPA (R)	KPI (R)	Unit of Measurement	Ward	Program Driver (R)	Baseline	POE	KPI Calculation	KPI Target	Annual Target	Q1	Q2	Q3	Q4	2013/2021	2014/2021	2015/2021	2016/2021
5	Light	Light	Light	Light	200 characters	Light	Light	200 characters	200 characters	200 characters	Light	200	200 characters	Light	Light	Number	Number	Number	Number	Number	Number	Number	Number	
1	Operational Services	Budget and treasury office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability treat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Thewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Spending allocated Water Networks budget by 30 June 2013 (Operational)	% of approved budget spent	all	Director: Operational Services	100%	Council approved budget recon	Carry Over	Percentage	100	10	40	75	100	100	100	100	
2	Operational Services	Budget and treasury office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability treat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Thewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Spend allocated Sewerage budget by 30 June 2013 (Operational)	% of approved budget spent	all	Director: Operational Services	100%	Council approved budget recon	Carry Over	Percentage	100	10	40	75	100	100	100	100	
3	Operational Services	Water	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Access to affordable and reliable Municipal Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Install water service points (taps) for informal settlements customers- 200m from dwelling (Priority)	Number of water service points installed	6	Director: Operational Services	50	Payment certificates/tender specifications and adjudication minutes and photos	Accumulative	Number	250	50	50	50	100	150	150	150	
4	Operational Services	Waste water management	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Access to affordable and reliable Municipal Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Install sanitation services points (toilets) installed for informal settlements customers (Priority)	Number of sanitation points (toilets) installed	6	Director: Operational Services	50	Payment certificates/tender specifications and adjudication minutes and photos	Accumulative	Number	12	5	5	2	0	10	10	10	
5	Operational Services	Budget and treasury office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability treat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Thewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Spend allocated Roads budget by 30 June 2013 (Operational)	% of approved budget spent	all	Director: Operational Services	100	Council approved budget recon	Carry Over	Percentage	100	20	60	80	100	100	100	100	
17	Operational Services	Waste Management	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Access to affordable and reliable Municipal Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Provide a solid waste removal service	% of households with access to basic levels of solid waste removal	all	Director: Operational Services	100	Route Plan, Tracking system report (1 per quarter), Outsourced contract for TSS and Mydelton	Stand-Alone	Percentage	100	100	100	100	100	100	100	100	
55	Operational Services	Budget and treasury office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability treat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Thewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Spend the maintenance budget for parks and cemeteries	% of Budget spent	all	Director: Operational Services	100	Council Approved budget recon	Carry Over	Percentage	100	15	50	70	100	100	100	100	
56	Operational Services	Budget and treasury office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Address the Financial Sustainability treat faced by the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Thewaterskloof Municipality and execute legislative requirements	Municipal Financial Viability	Spend the allocated Building and Maintenance budget (Operational)	% of Budget spent	all	Director: Operational Services	100	Council Approved budget recon	Carry Over	Percentage	100	15	50	70	100	100	100	100	
71	Operational Services	Other	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Updated equipment maintenance files with requirements by December 2012	monthly updates	all	Director: Operational Services	100	Equipment Maintenance files	Stand-Alone	Percentage	100	100	100	100	100	100	100	100	
72	Operational Services	Other	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Updated equipment maintenance files with requirements by December 2012	monthly updates	all	Director: Operational Services	100	Equipment Maintenance files	Stand-Alone	Percentage	100	100	100	100	100	100	100	100	
73	Operational Services	Other	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Develop scheduled maintenance programs per town with respect to sports facilities; cemeteries and municipal buildings	Number of Maintenance Programs	all	Director: Operational Services	0	Minutes of management where programs were discussed and approved	Accumulative	Number	8	8							
74	Operational Services	Community and Social Serv	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Upgrade and maintain cemeteries as per scheduled maintenance plan	Number of progress reports	all	Director: Operational Services	New KPI	Minutes of portfolio committees where progress reports were discussed	Accumulative	Number	3	1	1	1	1	4	4	4	
75	Operational Services	Sport and Recreation	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Upgrade and maintain sports facilities as per scheduled maintenance plan	Number of progress reports	all	Director: Operational Services	New KPI	Invoices, tender advertisements, photo's, signed job cards	Accumulative	Number	3	1	1	1	1	4	4	4	
76	Operational Services	Sport and Recreation	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Develop new parks and open spaces by end June	Number of projects	all	Director: Operational Services	New KPI	Invoices, tender advertisements, photo's, signed job cards	Accumulative	Number	8	3	5	0	0				
81	Operational Services	Planning and Development	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	U/grade/Maintain municipal buildings as per scheduled maintenance plan.	Number of progress reports	all	Director: Operational Services	New KPI	Invoices, tender advertisements, photo's, signed job cards	Accumulative	Number	3	0	1	1	1	4	4	4	
91	Operational Services	Water	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Provide piped water inside dwelling to households	% of households connected (new applications) within 7 working days	all	Director: Operational Services	100	Application Form/Work order/B530report/Allocation analysis report/job cards	Carry Over	Percentage	100	100	100	100	100				
92	Operational Services	Waste Water Management	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	Access to affordable and reliable Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements with local communities and per corporate requirements	Basic service Delivery	Provide flush toilet (connected to sewerage) to households	% of households connected (new applications) within 7 working days	all	Director: Operational Services	100	Application Form/Work order/B530report/Allocation analysis report/job cards	Carry Over	Percentage	100	100	100	100	100				



Light	Directorate (R)	GIS Classification	National Outcome (R)	National KPI (R)	PREDETERMINED OBJECTIVE	STRATEGIC Objective (R)	Municipal KPI (R)	KPI (R)	Unit of Measurement	Word	Program Officer	Baseline	POE	KPI Calculation	KPI Target	Annual Target	Q1	Q2	Q3	Q4	2013/2014	2014/2015	2015/2016	2016/2017
5	LRT	LRT	LRT	LRT	200 Characters	LRT	LRT	200 Characters	200 Characters	200 Characters	LRT	200	200 Characters	LRT	1	1	1	1	1	1	1	1	1	1
6	Technical Services	Water	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Address the Financial Sustainability of the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute Legislative requirements	Municipal Financial Viability	Limit unaccounted water to less than 15%	Bi-annual progress report to portfolio	all	Director: Technical Services	New KPI	Portfolio committee approved Water Audit Report	Accumulative	Number	2		1		1	2	2	2	2
7	Technical Services	Water	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Basic Service Delivery: Achieve Day to Day Service Delivery standards in town as per agreements with local communities and per corporate requirements	Basic service Delivery	Monitor water quality to improve Blue Drop Status	% scored as per Annual Blue Drop audit	all	Director: Technical Services	75%	Blue drop audit report (external)	Carry Over	Percentage	75				75	80	85	90	95
8	Technical Services	Other	An effective, competitive and responsive economic infrastructure network	Municipal Financial Viability and Management	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute Legislative requirements	Municipal Financial Viability	Compile a three year Infrastructure and basic services upgrade, expansion and replacement programme and submit to Council for adoption by 30 June 2013	Programme adopted by June 2013	all	Director: Technical Services	New KPI	Minutes of Council during which was adopted	Accumulative	Number	1			1					
9	Technical Services	Water	An effective, competitive and responsive economic infrastructure network	Municipal Financial Viability and Management	Address the Financial Sustainability of the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute Legislative requirements	Municipal Financial Viability	Update the water risk mitigation plan and submit to Council for approval by 31 March 2013	Updated risk mitigation plan	all	Director: Technical Services	New KPI	Minutes of Council during which was adopted	Accumulative	Number	1		1						
10	Technical Services	Waste Water Management	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Monitor water water outflow to improve Green Drop Status	% scored as per annual Green Drop audit	all	Director: Technical Services	60%	Annual Green Drop Report (external)	Carry Over	Percentage	70		70			70	75	80	90
11	Technical Services	Waste Water Management	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Update Waste water Risk Abatement Plans	No of plans updated	all	Director: Technical Services	1	Minutes of Council during which was adopted & Plans	Accumulative	Number	6	1			5	6	6	6	6
12	Technical Services	Waste Water Management	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Compile 1 of 7 operational and maintenance plans per WWTP and submit to Council for adoption by 31 March 2013	No of WWTP operational and maintenance plans adopted	all	Director: Technical Services	New KPI	Minutes of Council during which was adopted & WWTP	Accumulative	Number	1			1		1	1	1	1
13	Technical Services	Electricity	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Access to affordable and reliable Municipal Services	Basic Service Delivery: Achieve Day to Day Service Delivery standards in town as per agreements with local communities and per corporate requirements	Basic service Delivery	Install pre-paid electricity meters according to written requests received from Finance	% of requests for installation executed	all	Director: Technical Services	100%	Payment certificates and written job instructions received from finance	Stand-Alone	Percentage	100		100	100	100	100	100	100	100
14	Technical Services	Electricity	An effective, competitive and responsive economic infrastructure network	Municipal Financial Viability and Management	Address the Financial Sustainability of the Municipality	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskloof Municipality and execute Legislative requirements	Basic service Delivery	Limit unaccounted for electricity to below 8.4%	% unaccounted for electricity	all	Director: Technical Services	8.5%	Annual Report and financial statements	Carry Over	Percentage	8.4				8.4	8	8	8	7
15	Technical Services	Electricity	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Comply with minimum standards as prescribed by NRS948/2004 for Electricity supply	% compliance	all	Director: Technical Services	85%	Monthly reports from CT LAB	Carry Over	Percentage	85				85	90	90	95	95
16	Technical Services	Waste Management	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Arrange external audits to monitor Waste disposal facilities	No of waste disposal facilities monitored and reported to portfolio committee	all	Director: Technical Services	1	External Audit Reports	Accumulative	Number	3	1	1	1		1	1	1	1
18	Technical Services	Road Transport	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Update the roads and storm water risk mitigation plan and submit to Council by 30 June 2013	Updated risk mitigation plan	all	Director: Technical Services	1	Minutes of Council during which was adopted	Accumulative	Number	1			1		1	1	1	1

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Unit	Directorate (R)	GIS Classification	National Outcome (R)	National KPI (R)	PREDETERMINED OBJECTIVE	STRATEGIC Objective (R)	Municipal KPI (R)	KPI (R)	Unit of Measurement	Ward	Program Owner (R)	Baseline	PCE	KPI Calculation Type (R)	KPI Target Type (R)	Annual Target	Q1	Q2	Q3	Q4	2013/2014	2014/2015	2015/2016
19	Technical Services	Environmental Protection	Protection and enhancement of environmental assets and natural resources	Basic Service Delivery	Mitigate the risk of potential disasters (flooding/fires)	Environmental Sustainability/Conserve the Municipality's Natural Resources	Basic service Delivery	Develop an Memorandum of Understanding (MOU) with Overberg District Municipality with respect to fire services and sign by 31 December 2012	MOU signed by 31 December 2012	all	Director: Technical Services	New KPI	Signed MOU	Accumulative	Number	1		1			1	1	1
82	Technical Services	Electricity	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Replacement of steel poles electricity network/railway crossing	% of project completed	4/5	Director: Technical Services	New KPI	Tender/contract/scope/Invoice and completion certificate	Carry Over	Percentage	100	30	40		100			
83	Technical Services	Electricity	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Upgrading of network in Buitensig Street - Riviersonderend	% of project completed	1	Director: Technical Services	New KPI	Invoice/completion certificate	Carry Over	Percentage	100		30	40		100		
84	Technical Services	Road Transport	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Upgrade of municipal roads from gravel to paving with approved capital projects for the financial year	Number of kilometers	1:6/7/13	Director: Technical Services	New KPI	Tender/Invoice/completion certificate	Accumulative	Percentage	1.063km		265	198	200	400		
85	Technical Services	Electricity	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Replace network in Swerling and Koellie street	% of project completed	4/5	Director: Technical Services	New KPI	Invoice/completion certificate	Carry Over	Percentage	100			20	70	100		
86	Technical Services	Electricity	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Installation of electricity distribution network in Goshie Park to cater for new growth	% of project completed	6	Director: Technical Services	New KPI	Tender docs/contract scope of works/hand over certificate	Carry Over	Percentage	100		10	20		100		
87	Technical Services	Water	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Upgrade of Bulk Water supply network with approved capital projects for the financial year (R52)	% of phase of the project completed	1	Director: Technical Services	New KPI	Tender docs/contract scope of works/hand over certificate	Carry Over	Percentage	100							
88	Technical Services	Water	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Upgrade of Bulk Water supply network with approved capital projects for the financial year (Villiersdorp)	% of phase of the project completed	5/6	Director: Technical Services	New KPI	Project plan/tender docs/certificate of progress, consultants project activity plan	Carry Over	Percentage	100		15	25		100		
89	Technical Services	Electricity	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Provide electricity (at least min. service level) to all households	% of households connected to the GRID (new applications)	all	Director: Technical Services	New KPI	Application Forms/Job Cards/BS80 Report	Carry Over	Percentage	100		100		100			
90	Technical Services	Water	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Upgrade of bulk Water supply network with approved capital projects for the financial year (Grabouw)	% of phase of the project completed	89/10/11: 12/13	Director: Technical Services	New KPI	Tender docs/contract scope of works/hand over certificate	Carry Over	Percentage	100				100			
93	Technical Services	Waste Water Management	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Construction of WWTP in Tressarsdal with approved capital projects for the financial year	% of project completed	4	Director: Technical Services	New KPI	Tender docs/contract scope of works	Carry Over	Percentage	100		70		100			

# CAPITAL



**MONTHLY**

**CASHFLOW**



Directorate [R]	Line Item [R]	200 characters	Justification [R]	Vote Number	July	August	September	Operational Exp.	Capital Exp.
Directorate	List		List		Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.
1 Corporate Services	Director: Corporate Services	Director: Corporate Services	3 Corporate Services	1010	699877	888835	0	699792	1281469
6 Corporate Services	Council Support	Council Support	1 Executive and Council	1011	2870882	573728	0	700810	150000
17 Technical Services	Director: Technical Services	Director: Technical Services	3 Corporate Services	1012	0	717253	0	809782	0
29 Operational Services	Director: Operational Services	Director: Operational Services	1 Executive and Council	1013	0	772192	0	557065	290000
31 Executive and Council	Municipal Manager	Municipal Manager	1 Executive and Council	1014	0	516423	0	74999	500069
25 Financial Services	Director: Financial Services	Director: Financial Services	2 Budget and Treasury office	1510	24873492	2876205	0	2238568	3181864
33 Financial Services	Property Rates	Property Rates	2 Budget and Treasury office	1511	24191866	104196	0	2298100	189265
2 Corporate Services	Human Resources	Human Resources	3 Corporate Services	1512	467909	925582	0	467909	392521
5 Corporate Services	IT	IT	3 Corporate Services	1513	447235	222469	0	447235	752424
33 Financial Services	Property Rates	Property Rates	3 Corporate Services	1514	59970	180254	0	59966	165976
32 Executive and Council	Internal Audit	Internal Audit	2 Budget and Treasury office	1515	59970	180254	0	59966	165976
14 Development Services	Town Planning and Building Control	Town Planning	9 Planning and Development	2010	7312	191740	0	203132	191721
13 Development Services	IDP	IDP	9 Planning and Development	2011	0	90495	0	296168	122568
12 Development Services	Local Economic Development	Local Economic Development	9 Planning and Development	2012	0	57235	0	75200	191464
10 Development Services	Property Management	Property Management	9 Planning and Development	2013	0	101540	0	0	110123
14 Development Services	Town Planning and Building Control	Building Control	9 Planning and Development	2014	43754	165755	0	104374	175662
8 Development Services	Director: Development Services	Director: Development Services	3 Corporate Services	2015	1783136	357250	0	245448	407255
11 Development Services	Sport and Recreation	Library and Archives	4 Community and Social Services	3013	24194	14201	0	48951	407255
9 Development Services	Housing	Cemeteries and Crematoriums	4 Community and Social Services	3510	0	406833	0	22366	45290
15 Development Services	Traffic and Law Enforcement	Housing	7 Housing	4010	238547	357969	0	448631	426382
15 Development Services	Traffic and Law Enforcement	Traffic	6 Public Safety	4011	0	357969	0	396979	426382
15 Development Services	Traffic and Law Enforcement	Disaster Management	6 Public Safety	4012	0	19375	0	19352	19352
15 Development Services	Traffic and Law Enforcement	Law Enforcement	6 Public Safety	4013	0	148339	0	197087	197087
11 Development Services	Sport and Recreation	Animal Control	6 Public Safety	4511	0	9718	0	860	26162
11 Development Services	Sport and Recreation	Sport and Recreation	5 Sport and Recreation	4512	40528	22291	0	5574	41710
11 Development Services	Sport and Recreation	Nature Reserve	5 Sport and Recreation	4513	6769	46422	0	49741	0
11 Development Services	Sport and Recreation	Swimming pool and camping	5 Sport and Recreation	4513	0	31807	0	13000	31918
11 Development Services	Sport and Recreation	Swimming pool and camping	5 Sport and Recreation	4513	0	366234	0	424653	0
23 Technical Services	Waste Management	Pollution Control	11 Environmental Protection	5010	0	9393	0	9392	9392
23 Technical Services	Waste Management	Waste Management	15 Waste Management	5510	2006074	805998	0	1108336	1290271
24 Technical Services	Waste Water Management	Waste Water Management	14 Waste Water Management	6010	1487482	464090	0	506562	1214944
24 Technical Services	Waste Water Management	Sewerage Purification	14 Waste Water Management	6011	0	160258	0	2557000	2157000
24 Technical Services	Waste Water Management	Sewerage Tanker Services	14 Waste Water Management	6012	138639	135916	0	177185	220063
21 Technical Services	Civil: Roads and Storm Water	Civil: Roads and Storm Water	10 Road Transport	6510	0	1154017	0	1729423	2182778
21 Technical Services	Civil: Roads and Storm Water	Proclaimed Main Roads	10 Road Transport	6511	0	15114	0	15112	15112
15 Development Services	Traffic and Law Enforcement	Vehicle Licensing and Testing	10 Road Transport	6512	468503	579474	0	618344	630847
22 Technical Services	Civil: Water, Sanitation and Sewerage	Water	13 Water	7010	3665950	1237313	0	235259	3628030
19 Technical Services	Electricity	Electricity	12 Electricity	7510	6715678	1250276	0	5459565	900000
26 Financial Services	Revenue	Grants and Subsidies	2 Budget and Treasury office	8010	6970217	1187682	0	6026289	5459565
27 Financial Services	Expenditure	Stores & Workshop	3 Corporate Services	8011	0	41854	0	6073232	2422071
					77223663	17736772	1587000	90888	90888

Directorate [R]	List	200 characters	Justification [R]	List	100 characters	Vote Number	October	Operational Exp.	Capital Exp.	November	Operational Exp.	Capital Exp.	December	Operational Exp.	Capital Exp.
1 Directorate	Director: Corporate Services	Director: Corporate Services	3 Corporate Services	1010			700558	1170191	25000	698891	1217989	10000	699662	1259880	0
6 Corporate Services	Council Support	Council Support	1 Executive and Council	1011			0	648895	0	393118	774775	0	0	774775	0
17 Technical Services	Director: Technical Services	Director: Technical Services	3 Corporate Services	1012			1950	791166	0	0	1035972	0	0	788281	0
29 Operational Services	Director: Operational Services	Director: Operational Services	1 Executive and Council	1013			0	679192	165000	0	573794	80000	0	693964	0
31 Executive and Council	Municipal Manager	Municipal Manager	1 Executive and Council	1014			74999	268013	0	74999	247723	0	74999	25267	0
23 Financial Services	Director: Financial Services	Director: Financial Services	2 Budget and Treasury office	1510			2522418	3858128	480888	2284968	3936420	182506	19987793	3930252	153536
2 Corporate Services	Property Rates	Property Rates	2 Budget and Treasury office	1511			2393544	104193	0	2506820	104193	0	467909	104193	0
2 Corporate Services	Human Resources	Human Resources	3 Corporate Services	1512			467909	429503	0	467909	503655	0	447235	315989	0
5 Corporate Services	IT	IT	3 Corporate Services	1513			447235	268803	0	447235	290188	0	135705	567656	0
33 Financial Services	Property Rates	Property Rates	2 Budget and Treasury office	1514			38462	665962	0	34525	505407	0	59966	177077	0
32 Executive and Council	Internal Audit	Internal Audit	2 Budget and Treasury office	1515			59966	190090	0	59966	177798	0	59966	177077	0
14 Development Services	Town Planning and Building Control	Town Planning	9 Planning and Development	2010			19108	182828	0	49458	180538	0	20636	170108	0
13 Development Services	Local Economic Development	Local Economic Development	9 Planning and Development	2011			0	97085	450000	0	106107	300000	0	147122	500000
12 Development Services	Property Management	Property Management	9 Planning and Development	2012			0	94243	0	0	85300	0	0	206254	0
10 Development Services	Building Control	Building Control	9 Planning and Development	2013			62882	126615	0	0	104541	0	0	114778	0
14 Development Services	Director: Development Services	Director: Development Services	9 Planning and Development	2014			0	102125	0	50380	97893	0	33051	80907	0
11 Development Services	Library and Archives	Library and Archives	4 Community and Social Services	3010			1780498	363990	0	35606	459083	0	40189	428471	0
11 Development Services	Cemeteries and Crematoriums	Cemeteries and Crematoriums	4 Community and Social Services	3013			27263	14609	0	28260	17314	0	29102	52057	0
9 Development Services	Housing	Housing	7 Housing	3510			0	485022	2000000	0	553176	2000000	0	425077	5000000
15 Development Services	Traffic and Law Enforcement	Traffic and Law Enforcement	6 Public Safety	4010			373802	462651	0	485213	521505	0	230636	580480	0
15 Development Services	Disaster Management	Disaster Management	6 Public Safety	4011			0	18886	0	0	39741	0	0	20730	0
15 Development Services	Law Enforcement	Law Enforcement	6 Public Safety	4012			0	133131	0	0	185135	0	0	311289	0
15 Development Services	Animal Control	Animal Control	6 Public Safety	4013			2650	16672	0	0	39788	0	0	23413	0
11 Development Services	Sport and Recreation	Sport and Recreation	5 Sport and Recreation	4510			13326	25046	0	3212	105557	0	0	190341	0
11 Development Services	Nature Reserve	Nature Reserve	5 Sport and Recreation	4511			0	56489	0	0	122345	0	0	98893	0
11 Development Services	Swimming pool and camping	Swimming pool and camping	5 Sport and Recreation	4512			4007	45352	0	18818	64158	0	25787	36561	0
11 Development Services	Parks	Parks	5 Sport and Recreation	4513			0	46645	0	0	594581	0	0	710988	0
23 Technical Services	Waste Management	Waste Management	11 Environmental Protection	5010			0	9392	0	0	9392	0	0	9392	0
23 Technical Services	Waste Water Management	Waste Water Management	15 Waste Management	5510			1938559	1229070	0	1917052	1418777	0	1945573	1761276	0
24 Technical Services	Sewerage Purification	Sewerage Purification	14 Waste Water Management	6010			1465550	569089	1657000	1472842	581370	2457000	1464044	935370	2107000
24 Technical Services	Sewerage Tanker Services	Sewerage Tanker Services	14 Waste Water Management	6011			0	297990	0	0	443432	0	0	362552	0
21 Technical Services	Civil: Roads and Storm Water	Civil: Roads and Storm Water	10 Road Transport	6510			179470	179669	0	322097	280080	0	1137882	205729	0
21 Technical Services	Proclaimed Main Roads	Proclaimed Main Roads	10 Road Transport	6511			0	1857253	0	0	2014150	450000	0	2539145	450000
15 Development Services	Traffic and Law Enforcement	Traffic and Law Enforcement	10 Road Transport	6512			0	15112	0	0	15112	0	0	64599	0
19 Technical Services	Vehicle Licensing and Testing	Vehicle Licensing and Testing	13 Water	7010			454469	645668	0	440381	71360	0	370381	71360	0
26 Financial Services	Electricity	Electricity	12 Electricity	7510			-653620	2543026	230000	3904114	2294975	80000	3192225	4074544	0
27 Financial Services	Grants and Subsidies	Grants and Subsidies	2 Budget and Treasury office	8010			5900266	4406349	1500000	5719793	3489322	1580000	5513291	3953619	1410000
	Stores & Workshop	Stores & Workshop	3 Corporate Services	8011			4760174	1060238	0	1279965	1022309	0	19226608	2140694	0
							0	1200880	0	0	167578	0	0	54712	0
							23085145	24965576	6507888	22696622	25180402	7139506	56416803	30019874	9620536

Directorate (R)	List	Line Item (R)	200 characters	Justification (R)	List	Vote Number	100 characters	January	Operational Exp.	Capital Exp.	February	Operational Exp.	Capital Exp.	March	Operational Exp.
Ignite	Directorate			Ignite				Revenue			Revenue			Revenue	
1	Corporate Services	Director: Corporate Services	Director: Corporate Services	3	Corporate Services	1010		700286	1069133	0	700462	1519631	0	701323	1371998
6	Corporate Services	Council Support	Council Support	1	Executive and council	1011		0	745892	0	0	655851	0	0	714173
17	Technical Services	Director: Technical Services	Director: Technical Services	3	Corporate Services	1012		0	836898	0	0	820980	0	302017	855456
29	Operational Services	Director: Operational Services	Director: Operational Services	1	Executive and council	1013		0	484439	100000	0	638243	25000	0	594888
31	Executive and Council	Municipal Manager	Municipal Manager	2	Executive and council	1014		74999	275067	0	74999	391518	0	74999	516565
25	Financial Services	Director: Financial Services	Director: Financial Services	2	Budget and Treasury office	1510		2093334	3140690	92701	2262401	2619529	0	1601847	3105109
33	Financial Services	Property Rates	Property Rates	2	Budget and Treasury office	1511		2422235	104133	0	2406702	104133	0	2212627	104133
2	Corporate Services	Human Resources	Human Resources	3	Corporate Services	1512		467909	513668	0	467909	520729	0	467909	495317
5	Corporate Services	IT	IT	3	Corporate Services	1513		447235	297628	0	447235	248063	0	447235	261010
33	Financial Services	Property Rates	Property Rates	3	Corporate Services	1514		42163	358387	0	105785	413209	0	50512	602263
32	Executive and Council	Internal Audit	Internal Audit	2	Budget and Treasury office	1515		59966	159532	0	59966	186128	0	59966	189381
14	Development Services	Town Planning and Building Control	Town Planning	9	Planning and Development	2010		204450	218630	0	27045	205919	0	255597	452077
13	Development Services	IDP	IDP	9	Planning and Development	2011		0	93512	250000	0	141305	500000	0	288298
12	Development Services	Local Economic Development	Local Economic Development	9	Planning and Development	2012		0	159893	0	0	116317	0	0	194730
10	Development Services	Property Management	Property Management	9	Planning and Development	2013		0	129145	0	0	112972	0	0	226112
14	Development Services	Town Planning and Building Control	Building Control	9	Planning and Development	2014		97122	60393	0	38616	61014	0	63191	60703
8	Development Services	Director: Development Services	Director: Development Services	3	Corporate Services	2015		0	236371	0	0	280962	0	0	236528
11	Development Services	Sport and Recreation	Library and Archives	4	Community and Social Services	3010		24058	414481	0	1787323	413169	0	60049	464657
11	Development Services	Sport and Recreation	Cemeteries and Crematoriums	4	Community and Social Services	3013		21545	20370	0	23813	42930	0	27495	95397
9	Development Services	Housing	Housing	7	Housing	3510		0	424402	2000000	0	447739	3000000	0	503391
15	Development Services	Traffic and Law Enforcement	Traffic	6	Public Safety	4010		551129	444848	0	515823	514418	0	750593	584080
15	Development Services	Traffic and Law Enforcement	Disaster Management	6	Public Safety	4011		0	19939	0	0	19104	0	0	70149
15	Development Services	Traffic and Law Enforcement	Law Enforcement	6	Public Safety	4012		0	188975	0	0	189573	0	0	190049
11	Development Services	Sport and Recreation	Animal Control	6	Public Safety	4013		0	44423	0	189	16490	0	1194	30164
11	Development Services	Sport and Recreation	Sport and Recreation	5	Sport and Recreation	4510		6046	51050	0	4912	72492	0	29192	61979
11	Development Services	Sport and Recreation	Nature Reserve	5	Sport and Recreation	4511		0	66417	0	0	141290	0	0	58883
11	Development Services	Sport and Recreation	Swimming pool and camping	5	Sport and Recreation	4512		0	54544	0	5224	31958	0	0	32603
11	Development Services	Sport and Recreation	Parks	5	Sport and Recreation	4513		0	390975	0	0	515938	0	0	579339
23	Technical Services	Waste Management	Pollution Control	11	Environmental Protection	5010		0	22267	0	0	12766	0	0	9992
23	Technical Services	Waste Management	Waste Management	15	Waste Management	5510		1950805	1445153	0	1943781	1248377	0	1956604	1334934
24	Technical Services	Waste Water Management	Waste Water Management	14	Waste Water Management	6010		1471444	563354	2107000	1467700	546810	1507000	2556036	1085554
24	Technical Services	Waste Water Management	Sewerage Purification	14	Waste Water Management	6011		0	287185	0	0	249248	0	0	319935
24	Technical Services	Waste Water Management	Sewerage Tanker Services	14	Waste Water Management	6012		297065	222607	0	136829	173974	0	154832	181177
21	Technical Services	Civil: Roads and Storm Water	Civil: Roads and Storm Water	10	Road Transport	6510		0	1462969	500000	0	1633137	1050000	0	1852018
21	Technical Services	Civil: Roads and Storm Water	Proclaimed Main Roads	10	Road Transport	6511		0	15112	0	0	15112	0	0	15112
15	Development Services	Traffic: Roads and Law Enforcement	Vehicle licensing and Testing	10	Road Transport	6512		563847	648987	0	518877	615355	0	453957	615142
22	Technical Services	Civil: Water, Sanitation and Sewerage	Water	13	Water	7010		5212568	1826674	530000	4393686	2616090	1280000	4265163	3927751
19	Technical Services	Electricity	Electricity	12	Electricity	7510		5486614	3307790	150000	5708878	3259472	1150000	5333329	3737772
26	Financial Services	Revenue	Grants and Subsidies	2	Budget and Treasury office	8010		0	157213	0	6061824	1500737	0	7886386	1448523
27	Financial Services	Expenditure	Stores & Workshop	3	Corporate Services	8011		0	53747	0	0	103268	0	0	45345
			TOTAL					22194820	21016873	5729701	29159979	23416020	8512000	44138693	27512687



Function [R]	Line Item [R]	200 characters	Justification [R]	List	Vote Number	100 characters	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	Revenue	Operational Exp.	Capital Exp.	TOTAL	Revenue	Operational Exp.	Capital Exp.	
Directorate	Director: Corporate Services	Director: Corporate Services	3	Corporate Services	1010	709669	126478	0	70116	98857	30000	70057	48208	0	57358	326400	136737	33000		
6	Corporate Services	Council Support	1	Executive and council	1011	0	68763	0	0	46395	0	0	607102	0	0	326400	136737	0		
17	Technical Services	Director: Technical Services	3	Corporate Services	1012	97662	111349	0	11300	105586	0	0	-97519	1607168	0	1295000	11904639	785000		
29	Operational Services	Director: Operational Services	1	Executive and council	1013	0	768205	0	0	544280	0	0	0	3622468	0	900000	0	0		
31	Executive and Council Manager	Municipal Manager	2	Budget and Treasury office	1014	74999	358926	0	74999	239833	0	0	75002	1437280	0	0	66282111	27441178	1731072	
25	Financial Services	Director: Financial Services	2	Budget and Treasury office	1510	2055573	3478323	0	216176	3282883	144845	0	-1247912	8718622	0	0	4773178	1158473	0	
33	Financial Services	Property Rates	2	Budget and Treasury office	1511	2371158	104198	0	2276995	104198	0	0	467907	109947	0	0	5614906	676762	0	
2	Corporate Services	Human Resources	3	Corporate Services	1512	467909	764422	0	447235	504138	0	0	467907	1144603	0	0	9186606	9186606	0	
5	Corporate Services	IT	3	Corporate Services	1513	447235	521191	0	447235	276209	0	0	447238	1701740	0	0	9186606	9186606	0	
33	Financial Services	Property Rates	3	Corporate Services	1514	41972	355316	0	44970	342056	0	0	315604	2960248	0	0	3747586	2177779	0	
32	Executive and Council	Internal Audit	2	Budget and Treasury office	1515	59966	163963	0	59966	164766	0	0	59964	319712	0	0	719594	9186606	0	
24	Development Serv	Town Planning and Building Control	9	Planning and Development	2010	558600	203784	0	4595	203057	0	0	-503894	289965	0	0	963871	2877949	0	
13	Development Serv	Local Economic Development	9	Planning and Development	2011	0	143172	25000	0	107084	0	0	0	289965	0	0	0	1777194	2500000	
12	Development Serv	Local Economic Development	9	Planning and Development	2012	0	237835	0	0	117129	0	0	0	241431	0	0	0	2283117	0	
14	Development Serv	Town Planning and Building Control	9	Planning and Development	2013	0	126556	0	0	127129	0	0	0	876192	0	0	767000	1161359	0	
8	Development Serv	Director: Development Services	3	Corporate Services	2014	49764	60705	0	99829	60705	0	0	57485	70068	0	0	3420069	4834921	0	
11	Development Serv	Sport and Recreation	4	Community and Social Services	2015	0	389991	0	0	28734	0	0	0	539079	0	0	5740000	4834921	0	
9	Development Serv	Housing	4	Community and Social Services	3010	31184	394625	0	46319	35408	0	0	47362	454652	0	0	300000	6109280	2362000	
11	Development Serv	Sport and Recreation	4	Community and Social Services	3013	27958	48668	800000	25734	728923	1500000	0	24611	71465	0	0	318000	6109280	2362000	
9	Development Serv	Traffic and Law Enforcement	7	Housing	3510	0	456255	0	524707	492172	0	0	901010	1090586	482000	0	5446000	5446000	0	
15	Development Serv	Traffic and Law Enforcement	6	Public Safety	4010	0	70324	0	0	23839	0	0	0	173893	0	0	65056	2513900	0	
15	Development Serv	Traffic and Law Enforcement	6	Public Safety	4011	0	219467	0	0	217949	0	0	0	360806	0	0	20000	345448	0	
15	Development Serv	Traffic and Law Enforcement	6	Public Safety	4012	3390	23738	0	5843	35379	0	0	5934	60249	0	0	176000	910515	0	
11	Development Serv	Sport and Recreation	5	Sport and Recreation	4510	12846	41965	0	16532	83502	0	0	18612	170725	0	0	0	1064417	0	
11	Development Serv	Sport and Recreation	5	Sport and Recreation	4511	0	120389	0	0	92760	0	0	0	146554	0	0	87534	465761	0	
11	Development Serv	Sport and Recreation	5	Sport and Recreation	4512	0	33138	0	0	38841	0	0	0	27320	0	0	0	5855880	0	
23	Technical Services	Waste Management	11	Environmental Protection	5010	0	9992	0	0	9992	15441	0	0	15441	0	0	0	135109	0	
23	Technical Services	Waste Management	11	Environmental Protection	5010	0	9992	0	0	9992	15441	0	0	15441	0	0	23494929	21507092	0	
24	Technical Services	Waste Water Management	14	Waste Water Management	5510	1959283	1166889	0	1961044	1124029	0	0	2081543	753882	0	0	1959283	19052576	23121856	
24	Technical Services	Waste Water Management	14	Waste Water Management	6010	1483467	478451	1748000	152921	478892	2175000	0	2108187	5628050	2606386	0	0	4030628	236445	0
21	Technical Services	Waste Water Management	10	Road Transport	6011	0	278764	0	0	801237	0	0	-828646	852773	0	0	212000	236445	0	
21	Technical Services	Waste Water Management	10	Road Transport	6510	140739	229369	0	184040	176428	0	0	0	23297	0	0	0	236445	0	0
21	Technical Services	Waste Water Management	10	Road Transport	6511	0	15112	0	0	15112	73613	0	0	3589271	0	0	108600	236445	0	
15	Development Serv	Traffic and Law Enforcement	10	Road Transport	6512	0	617230	0	0	451138	67160	0	386068	20967	0	0	533000	8066743	0	
22	Technical Services	Civil, Water, Sanitation and Sewerage	13	Water	7010	444444	270857	1530000	3770750	1678070	1280000	0	3294755	7719435	1083002	0	46780411	36611024	10300412	
19	Financial Services	Revenue	12	Electricity	7510	5579934	3484432	300000	5873898	3288305	300000	0	2806208	1785517	300000	0	67019656	58783914	851000	
27	Financial Services	Expenditure	3	Corporate Services	8011	7731067	1190172	0	2307828	1147669	0	0	3340296	2430551	0	0	75986000	1647783	0	
	TOTAL					29666486	2486584	5329600	23284144	2109435	6486538	8657383	6867657	4465636	39866728	33937109	7607332			

# REVENUE BY SOURCE

Ignite Ref	Line Item (200 chars) 200 characters	July Number	August Number	September Number	October Number	November Number	December Number	January Number	February Number	March Number	April Number	May Number	June Number	TOTAL
1	Assessment Rates	24189866	1108080	2297429	2392867	2506136	1313517	2421557	2409152	2211961	2370483	2276025	2269151	47766224
2	Electricity	6792200	6427896	6094955	5967497	5784967	5576113	5549132	5773928	5394100	5643514	5940828	2074526	67019656
3	Water Sales	3909841	17907012	-5480982	-697105	4163849	3404600	5559353	4685992	4548919	4355606	4021613	399713	46778411
4	Refuse Removal	2623174	2506708	2507490	2534891	2506767	2544063	2550803	2541719	2558486	2561989	2564292	-4505553	23494929
5	Sewerage	2030028	2003739	1936145	2042366	2192265	2985361	2165808	2003062	3406101	2026988	2119897	-3395867	21515893
6	Traffic Fines	224668	227470	450887	339157	461446	219552	523828	488711	718030	335879	501042	871128	5361798
7	Investment Interest / Penalties	723488	814858	796308	1043025	817701	523044	679548	816252	802884	641680	734172	407040	8800000
8	Licences & Permits	250496	119416	114588	556037	158396	122378	278152	290095	334015	416096	156282	237049	3033000
9	Rentals	104972	344596	284506	291814	253925	1033449	298665	781004	397317	304480	334143	-1717285	2771586
10	Sundry/ Other Income	3518311	2991522	3975962	3026415	3145489	3003625	3830608	3140358	4156632	5143092	3033733	14128329	53094076
11	Grants - Equitable Share	13688173	0	0	0	0	10950079	0	0	8212903	0	0	0	32851155
12	Grants - Other Operating Purposes	6428269	7397385	618079	1184983	970010	0	929391	1184983	1773279	3916735	1007457	275429	25686000
13	Grants - Capital Income	5586014	8253261	4867160	3814859	1025779	15408429	0	4858017	6320242	6195768	1889758	2636713	60856000
X	TOTAL	R 70 069 500	R 50 101 943	R 18 462 527	R 22 496 806	R 23 986 730	R 47 084 210	R 24 786 945	R 28 973 273	R 40 834 869	R 33 912 310	R 24 579 242	R 13 680 373	R 398 968 728

Ignite	Directorate [R]	GIS Classification	National Outcome [R]	National KPA [R]	PREDETERMINED OBJECTIVE	STRATEGIC Objective [R]	Municipal KPA [R]	KPI [R]	Unit of Measurement	Ward	Program Driver [R]	Baseline	POE	KPI Calculation Type [R]	KPI Target Type [R]	Annual Target	Q1	Q2	Q3	Q4	2013/2014	2014/2015	2014/2015	2015/2016
94	Technical Services	Waste Water Management	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Upgrade of existing waste water purification works with approved capital projects for the financial year	% of phase of the project completed	5,6	Director: Technical Services	New KPI	Project plan, tender docx/contract scope of works/certificate of progress, consultants project activity plan	Carry Over	Percentage	100		10	20	100				
95	Technical Services	Waste Water Management	A responsive and accountable, effective and efficient local government system	Basic Service Delivery	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability	Basic service Delivery	Upgrade of existing waste water purification works with approved capital projects for the financial year	% of phase of the project completed	8,9,10,11,12,13	Director: Technical Services	New KPI	Project plan, tender docx/contract scope of works/certificate of progress, consultants project activity plan	Carry Over	Percentage	100		50		100				

17/01/13